

Corporate Emergency Evaluation of WFP’s response to the Sudan Regional Crisis 2023-2025

Terms of reference

December 2024

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1 Introduction

1. WFP activated a Corporate Scale Up (CSU) for Sudan on 4 May 2023 to boost its response to the humanitarian crisis ensuing the conflict which broke out in April 2023. Conditions continued to rapidly deteriorate across the country with the effects spreading to neighbouring countries, sparking a regional humanitarian crisis. In response, WFP activated a regional CSU for Sudan, South Sudan and Chad (Sudan regional crisis) from 23 November 2023 to 22 May 2024. Also Egypt, Ethiopia, CAR, Libya and Uganda were affected by the crisis in Sudan, hosting refugees and returnees from Sudan, and providing transit corridors for humanitarian assistance.

2. Between January 2024 and March 2026, the WFP Office of Evaluation (OEV) will manage a Corporate emergency evaluation (CEE) of WFP's response to the crisis in Sudan and the sub-region. The purpose of CEEs is twofold: 1) provide evaluation evidence and accountability for results to WFP stakeholders; and 2) provide learning on WFP's performance during the emergency response to enhance the operation (if still ongoing) and for broader learning on WFP complex emergency responses. The evaluation will be conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board in June 2026, together with its Management Response.

3. These Terms of Reference (TORs) were prepared by OEV based on an initial document review and consultation with the internal reference group (IRG)[1]. The purpose of these TORs is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

4. The TORs are structured as follows: Section 2 presents the rationale, objectives and key stakeholders of the evaluation; Section 3 presents brief information on the context and the features of WFP's response; Section 4 defines the scope of the evaluation and proposes the evaluation questions; Section 5 discusses evaluability and proposes the overall approach and methodology, including ethical considerations; and Section 6 indicates how the evaluation will be organized. The annexes provide additional information.

1 A scoping meeting with the IRG was convened on 8 November 2025 which was followed up by bilateral consultations with the RBx and the three COs involved in the CSU.

2 Reasons for the evaluation

2.1. RATIONALE AND OBJECTIVES OF THE EVALUATION

5. According to the coverage norms set out in the 2022 WFP Evaluation Policy all crises classified as operations of corporate scale-up (CSU) and corporate attention will be subject to evaluation through OEV-commissioned Corporate emergency response evaluations (CEEs), Country Strategic Plan evaluations (CSPEs) or Inter-agency humanitarian evaluations (IAHEs).

6. The evaluation of the Sudan regional crisis is an opportunity for the Sudan CO, the regional bureaux for Eastern Africa (RBN), Western Africa (RBD) and Middle East, Northern Africa and Eastern Europe (RBC), and the COs in countries affected by the crisis in Sudan (Chad, South Sudan, Egypt, Libya, Ethiopia, CAR and Uganda) to benefit from an independent assessment of their preparedness and response to the current crisis in Sudan since 2023.

7. The evaluation will serve the dual objectives of accountability and learning. As such, this CEE will:

   - Provide evaluation evidence and a basis for accountability to WFP stakeholders on the extent to which WFP provided appropriate, coherent, effective, inclusive, timely and cost-efficient food and nutrition assistance to those populations most in need in the region, as a result of the conflict in Sudan;
   - Provide learning on relevant areas of WFP's response to support the organization's future engagement strategy in Sudan and other affected countries in the region as well as for broader learning on WFP's responses in complex emergencies,

2.2. KEY STAKEHOLDERS

8. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders, presenting an opportunity for national, regional, and corporate learning. The primary stakeholders of this CEE are the Sudan CO, RBN, RBD, RBC, the COs in countries affected by the crisis in Sudan (Chad, South Sudan, Egypt, Libya, Ethiopia, CAR and Uganda), relevant HQ Divisions and WFP technical units (in particular the Emergency Preparedness and Response Service [PPGE] of the Programme Policy and Guidance Division and the Emergency Coordination Service [COOE] of the Deputy Director and Chief Operating Officer Office), target populations groups in Sudan and outside Sudan, donors, the UN country teams and Humanitarian country teams and other international organizations, cooperating partners, and NGOs in the countries affected by the crisis. Secondary stakeholders are the WFP Executive Board, private sector partners, research institutions, academia and civil society organizations linked to the crisis response, as relevant.

9. As feasible, OEV and the evaluation team will inform stakeholders of the evaluation objectives and process and identify their interests in the evaluation during the inception phase; seek their views and reflections on WFP's strategy and performance in Sudan and the region during the data collection phase; and communicate and discuss evaluation results with them during the reporting and dissemination phase.

10. A selection of WFP staff will be part of an Internal Reference Group (IRG). The IRG will provide inputs on learning needs and the evaluation process during the preparation and inception phases, and facilitate access to information and take part in reflections during the data collection phase. The IRG will also review key evaluation deliverables and provide

comments as needed. The composition of the IRG will be agreed upon with PPG, COOE, RBx and the COs concerned. Its roles and responsibilities and proposed members of the IRG are presented in annex V.

11. The CEE will seek to engage with WFP target population groups and their community-based organizations to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, people with disabilities and other potentially marginalized population groups.

12. WFP is a member of the UN Country Team (UNCT) and Humanitarian Country Team (HCT) and works closely with other United Nations and humanitarian actors in Sudan and the region affected by the crisis. WFP collaborates inter alia with UNHCR, IOM, UNICEF, OCHA and the Sudanese Red Crescent Society. WFP also collaborates with a wide range of cooperating partners to facilitate the implementation of activities. Key donors of WFP in Sudan and other countries affected by the crisis include the United States of America, World Bank, African Development Bank, European Commission and Germany. WFP also solicited resources from UN pooled funds, notably the CERF, Sudan Humanitarian Fund, and the Sudan Multi-Partner Trust Fund.

13. The Evaluation Team will conduct an in-depth stakeholder analysis during the inception phase providing more detailed information on the stakeholders and users of the evaluation with their respective potential interests and roles in the CEE.

3 Background and subject of the evaluation

3.1. CONTEXT

General overview

14. Violent conflict erupted in Sudan's capital Khartoum in April 2023 between the Sudanese Armed Forces (SAF) and Rapid Support Forces (RSF). The conflict soon escalated and spread across the country, notably affecting Darfur in the west and Kordofan in the south. Sudan's instability, given its strategic position at the crossroads of the Sahel, North Africa, the Horn of Africa, and the Red Sea, is having far-reaching consequences beyond its borders. The ongoing conflict has already drawn in external actors, and long-standing insurgencies in several outlying regions of Sudan continue to persist[2]. The conflict has pushed large numbers of refugees and returnees from Sudan into its neighbouring countries, many of which themselves already struggled with very challenging humanitarian conditions. Figure 1 below presents the main events occurring in Sudan in the period just before until this time.

2 https://www.crisisgroup.org/africa/horn-africa/sudan

Figure 1. Timeline of the crisis in Sudan including WFP and the international response.

Country events

Conflict in Sudan

Jan 2022
PM quits

Feb 2022
Kala-azar
outbreak

June 2022
Floods

Dec 5 2022
Interim deal on
restoring civilian
rule

Jan 2023
Military-civilian
negotiations

April 2023
Military-civilian
negotiations
Fighting breaks
out

Sept 2023
Floods
Cholera
outbreak

January 2024
Suspension of
ties with IGAD

September
major
offensive in
Khartoum

2022
2023
2024

UN frameworks

UNDAF extension
Interim cooperation framework 2024 - 2026
HRP 2022 (USD 1.9bn)
HRP 2023 (USD 1.7bn)
HRP 2024 (USD 2.7bn)
Rev. HRP 2023 (USD 2.6bn)

WFP operations

CSP Sudan (2019 – 2023)
CSP extension
CSP Chad (2019 – 2023)
CSP Chad (2024 -2028)
ICSP South Sudan (2018 – 2022)
CSP South Sudan (2023 – 2025)
ICSP CAR (2018 - Feb 2023)
CSP CAR (Mar 2023 – 2027)
CSP Ethiopia 2020 to 2025
CSP Egypt (2018 – Jun 2023)
CSP Egypt (Jul 2023 – Jun 2028)
ICSP Libya (2019 – Feb 2023)
CSP Libya (Mar 2023 to 2025)
CSP Uganda (2018 – 2025)

Economy and poverty

15. Sudan and its neighbouring countries reflect highly diverse geographic and cultural features but also face significant challenges in terms of health, education, and economic development. Demographic and human development indicators in this region vary widely, with some of the poorest and the richest countries of the continent, reflecting differences in political stability, economic development, and social services. Tables 1 and 2 below provide a snapshot of the socioeconomic conditions within each of the countries affected by the conflict in Sudan.

Table 1. Geographic and Population Data

Country	Area (sq km)	Population (millions, 2023)	Population Density (per sq km)	Refugees from Sudan (Nov 2024)*
Sudan	1,886,068	48.1	25	-
Chad	1,284,000	18.3	14	166,955
South Sudan	619,745	11.6	19	629,524
Ethiopia	1,104,300	126.5	115	568,919
Central African Republic	622,984	5.5	9	37,124
Libya	1,759,541	7.1	4	96,061
Uganda	241,038	47.1	195	49,500
Egypt	1,010,408	116.5	115	500,000

Sources: https://data.worldbank.org, Extracted 02.12.2024

*https://data.unhcr.org/en/situations/sudansituation. Refugee specific data extracted 02.12.2024.

Table 2. Development Indicators 2023[3]

Country	HDI	Life Expectancy (years)	Literacy Rate (%)	GDP per capita (USD)
Sudan	0.510	65.1	61.6	715
Chad	0.394	54.2	31.8	664
South Sudan	0.385	57.6	34.5	573
Ethiopia	0.498	67.8	51.8	974
Central African Republic	0.397	53.8	37.0	531
Libya	0.724	72.4	91.4	6,620
Uganda	0.528	63.9	76.5	878
Egypt	0.731	70.0	71.2	4,295

Sources: https://data.worldbank.org, Extracted 02.12.2024

Humanitarian context

16. A system-wide scale-up was activated by the IASC on 29 August 2023. This was for an initial duration of 6 months, concluding in 28 February 2024. The system-wide scale-up was extended until December 31, 2024, to address the ongoing humanitarian needs in the region[3].

17. In addition to the IASC activation and the emergency protocols, there have been several UN Security Council Resolutions on the conflict. Resolution 2724 (March 8, 2024) called for cessation of hostilities during Ramadan. Resolution 2736 (June 13, 2024) demanded that the RSF halt the siege of El Fasher. The most recent, Resolution 2750 (September 11, 2024) extended the sanctions regime against Sudan, as well as asset freezes and travel bans, until September 12, 2025[4].

18. **Sudan**. The crisis has had a devastating effect on Sudan and has resulted in millions of people being displaced internally with severe effects on the ability of the Sudanese population to access food, water and medical care. Essential services have been severely

3https://interagencystandingcommittee.org/iasc-humanitarian-system-wide-scale-activations-and-deactivations
4https://interagencystandingcommittee.org/iasc-humanitarian-system-wide-scale-activations-and-deactivations

compromised with hospitals, schools, and other services unable to meet the needs of the population. The humanitarian situation within Sudan can be characterized as follows[5]:

- Mass Displacement: The conflict has caused unprecedented displacement, with over 10.8 million internally displaced persons (IDPs) across Sudan and more than 2.9m people crossing into neighbouring countries.
- Health System Collapse: Sudan's health system has suffered significant damage. Access to healthcare is severely limited, exacerbating the spread of diseases.
- Protection and Violence: The conflict has heightened protection concerns, including widespread gender-based violence (GBV), arbitrary detentions, and increased risks for vulnerable groups, including women and children.
- WASH: Access to clean water and sanitation is critically lacking, especially for IDPs.

19. As is the case in many conflicts of this nature, the crisis has disproportionately affected women and children and it has exacerbated gender inequalities and hindered access to education and essential services.[6] The displacement has disrupted the educational system, leaving millions of children out of school and jeopardizing future development prospects.

20. **Other countries affected by the crisis.** Chad, South Sudan, Ethiopia, CAR, Libya, Egypt and Uganda have received significant numbers of additional refugees from Sudan since the conflict broke out (see Table 1). Chad and South Sudan in particular experienced increased strain on their resources, further challenging their economic stability and social cohesion.[7] In Ethiopia, the inward movement of refugees has mainly been confined to the Benishangul-Gumuz and Amhara regions[8]. This has resulted in a strain on local resources in an environment which was already under pressure due to internal conflict. In CAR the hosting of additional refugees from Sudan has similarly put pressure on services with one tangible effect of the crisis being the outbreak of infectious diseases such as measles.[9] In Uganda the hosting of refugees in West Nile and Kiryandongo has also put pressure on water supplies, education services and healthcare infrastructure[10]. In Libya, despite the small number of people seeking refuge, the already fragile political situation has been exacerbated by the conflict by increasing the flow of arms and fighters across the shared border[11]. Meanwhile in Egypt, the additional Sudanese refugees have increased demand for public services and resources, further challenging an already struggling economy.[12]

Food and nutrition security

21. **Sudan.** As a direct result of the conflict, Sudan is facing the worst levels of acute food insecurity ever recorded by the IPC in the country. Over half the population (25.6M people) faced Crisis or worse conditions (IPC Phase 3 or above) from June to September 2024 – coinciding with the lean season. The IPC noted a risk of Famine in 14 areas – affecting residents, IDPs and refugees – in Greater Darfur, Greater Kordofan, Al Jazirah states and some hotspots in Khartoum. At least 534,000 IDPs and refugees in conflict-affected localities and states for which data were available (representing around 20 percent of the displaced population in Sudan) will likely face critical or catastrophic levels of acute food insecurity

[5] DFS Sudan Situation Analysis, September 2024
6https://www.undp.org/sudan/publications/socioeconomic-impact-armed-conflict-sudanese-urban-households
7 https://www.unocha.org/publications/report/sudan/sudan-one-year-conflict-key-facts-and-figures-15-april-2024
[8] https://www.unrefugees.org/news/sudan-crisis-explained
[9] https://reliefweb.int/report/sudan/sudan-conflict-regional-impact-snapshot-sep-2023
[10] https://africacenter.org/spotlight/sudan-conflict-straining-fragility-of-its-neighbors-displacement-refugees/
11 https://sudan.un.org/en/261791-horrific-violations-and-abuses-fighting-spreads-report
12 https://press.un.org/en/2024/sc15817.doc.htm

(IPC Phase 4 or 5). The June 2024 findings marked a stark and rapid deterioration of the food security situation compared to the previous IPC update released in December 2023[13]:

- Increase in the number of people in IPC Phase 3 or above by 45 percent reaching 25.6M in June - September 2024, compared to 17.7M in October 2023 – February 2024.
- Increase in the number of people in IPC Phase 4 (Emergency) by 74 percent (+3.6M).
- Surge in the population in IPC Phase 5 (Catastrophe) from zero to 755,000.[14]

22. Sudan (together with South Sudan, Somalia, Yemen and Chad) is among the top five countries in the world with the highest prevalence of global acute malnutrition (GAM), with an estimated 16 percent prevalence of wasting in children under five (see Table 3). The nutrition outlook is expected to deteriorate in 2024 due to ongoing conflict, food security decline, compromised health and WASH services, and prolonged displacement.[15]

23. **South Sudan and Chad.** The food security picture in South Sudan is equally concerning[16]. The IPC analysis projects that nearly 1.4m children under the age of five will suffer from some form of acute malnutrition in 2024. According to the IPC analysis, during the period of June to September 2024, approximately 2.9m people were expected to face Emergency (IPC Phase 4) levels of food insecurity, reflecting severe food consumption gaps and critically high acute malnutrition levels across the country. There is also a worrisome food security picture in Chad[17]. The IPC analysis of 15 provinces showed that nearly 1,746,000 children would be affected by some form of acute malnutrition. According to the IPC analysis, during the period of June to September 2024, approximately 1.9m people were expected to face Emergency (IPC Phase 4) levels of food insecurity.

24. **Other countries affected by the crisis.** In the case of CAR according to IPC analysis - Approximately 2.5m people were estimated to have experienced high levels of acute food insecurity (IPC Phase 3 or above) between April and August 2024[18]. The food security situation in Ethiopia remains concerning given the severe food insecurity which has been classified at Phase 3 and Phase 4 in areas like Tigray, Amhara and Afar[19]. Likewise Southern pastoral regions have faced the impact of drought. In addition, flooding in Gambella and South Ethiopia further exacerbates crop losses and food insecurity. Based on the latest information from the IPC, as of November 2024, there are approximately 1.2m people experiencing high food insecurity in Libya[20]. In Uganda about 600,000 people in the Karamoja region face food insecurity at crisis levels[21]. Finally, in Egypt, the IPC has not conducted any food insecurity analysis, however there are pockets of food insecurity which are being driven by economic challenges.

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[13] https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Sudan_Acute_Food_Insecurity_Jun2024_Feb2025_Report.pdf

[14] The Famine Review Committee (FRC) found it plausible that IPC Phase 5 (Famine) was ongoing in July 2024 in Zamzam camp near El Fasher town and concluded that these conditions would continue into the August – October projection period. The likelihood of famine remains high in Zamzam camp after October and many other areas throughout Sudan remain at risk of Famine as long as the conflict and limited humanitarian access continue.

[15] Sudan Humanitarian Needs and Response Plan 2024 (December 2023) | OCHA

[16] https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156667/?iso3=SSD

[17] https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156793/

[18] https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1157059/

[19] https://fews.net/east-africa/ethiopia

[20] https://www.ipcinfo.org/ipc-country-analysis

[21] https://www.ipcinfo.org/ipc-country-analysis/en/?country=UGA

Table 3. Prevalence of malnutrition and Gender Inequality Index in Sudan and neighbouring countries

Country	Latest prevalence of Wasting in children under 5 (2016-2022) (%)	Latest prevalence of Stunting in children under 5 (%) (2016 – 2022)	Gender Inequality Index (GII)[b] 2022(Rank out of 191)
Sudan	16	36	0.548 (140)
South Sudan	23	27.9	N/A
Chad	8.3	32.3	0.671 (163)
CAR	5	40.7	N/A
Ethiopia	7	34	0.494 (125)
Libya	10	52	0.266 (65)
Uganda	4	23	0.527 (138)
Egypt	10	20	0.389 (93)

Sources:

(i) Wasting and Stunting data extracted from: United Nations Children's Fund (UNICEF). Child Food Poverty. Nutrition Deprivation in Early Childhood. Data Tables. Child Nutrition Report, 2024. UNICEF, New York, June 2024. Data extracted on 02.12.24.

(ii) Gender Inequality Index data extracted from: https://hdr.undp.org/content/human-development-report-2023-24 Data extract on 02.12.24.

Gender

25. **Sudan.** The conflict has significantly exacerbated gender inequalities, leading to an increase in gender-based violence (GBV) and the displacement of women and girls. According to UNDP Sudan's Gender Inequality Index (GII) was 0.548 in 2022 which ranked Sudan as 140th globally.[22] Starting from an already compromised gender environment, the conflict has intensified these disparities, with reports indicating a 288% increase in survivors seeking GBV case management services during the first seven months of 2024[23]. According to these same sources over 6.7m people are at risk of GBV, with intimate partner violence, sexual exploitation, and abuse becoming more widespread. The displacement crisis has disproportionately affected women and girls, exposing them to heightened risks of violence and exploitation.

26. **Other countries affected by the crisis.** The other countries also exhibit significant gender-based inequalities, such as limited political participation for women, economic disempowerment, gaps in reproductive rights and education, and high rates of early marriage in some countries. The Gender Inequality Index (GII) presented above in Table 3 measures gender disparities in areas like reproductive health, empowerment, and labour market participation.[24]

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[22] Human Development Report 2023-24

23 https://sudan.un.org/en/265952-un-women-year-suffering-sudanese-women-and-girls

[24] https://data.unwomen.org/data-portal

Humanitarian Protection

27. Given the severe impact that the conflict has had on Sudan and the neighbouring countries, it is not surprising that the conflict has led to severe protection threats for civilians, including widespread violence, forced displacements, and human rights violations. Access to humanitarian assistance is severely restricted, with numerous reports of aid convoys being blocked or looted and targeted attacks on aid workers and facilities[25], hindering the delivery of essential services to vulnerable populations. OCHA has stressed the need for all parties to respect international humanitarian law and ensure unimpeded access for humanitarian operations.

International Humanitarian Assistance

28. After the onset of the crisis the UN and partners revised the UN Humanitarian Response Plan (HRP) for Sudan. The initial 2023 plan had identified 15.8m people in need and targeted 12.5m. In the revised HRP of May 2023, following the outbreak of the crisis, this figure was increased to 24.6m people in need with 18m targeted.[26] Mainly due to funding constraints and the highly constrained operating environment, the humanitarian community only reached 5 million people with some form of humanitarian assistance by the end of 2023, accounting for 27 percent of target. This was far below the average of 9m people in Sudan that received humanitarian assistance during 2021 and 2022.[27]

29. The 2024 Humanitarian Needs and Response Plan for Sudan estimates that 24.8m people would need humanitarian assistance – a similar figure to the revised 2023 HRP - but targets only 14.7m considering that operational constraints and resource limitations would require a more focused and targeted approach. The 2024 HRP prioritizes five areas: Emergency Food and Nutrition Assistance, Protection of Civilians and Vulnerable Populations, Health System Support and Disease Control, Shelter and Non-Food Items (NFIs) and WASH.[28]

30. Complementing the Sudan HRP, the Sudan Regional Refugee Response Plan (RRP) focuses on assisting Sudanese refugees who have fled to neighbouring countries.[29] The RRP coordinates responses across borders, emphasizing refugee protection, basic services, and long-term resilience for displaced populations outside of Sudan. Some of the key issues covered by the RPP include addressing mass displacement to neighbouring countries, emergency food and nutrition services for refugees, providing of non-food items, health services, GBV, child protection, and the prevention of trafficking.

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[25] https://reliefweb.int/report/sudan/un-agencies-warn-spiraling-sudan-crisis-civilians-face-grave-risks-and-famine-threat-grows-amid-access-barriers-enar
[26] Sudan: Revised Humanitarian Response Plan 2023 (Revision issued on 17 May 2023) [EN/AR] | OCHA
[27] Inter-cluster response monitoring data: HumanitarianAction platform
[28] Sudan Humanitarian Needs and Response Plan 2024 (December 2023) | OCHA
[29] Sudan Emergency: Regional Refugee Response Plan, May - October 2023 (Six Months) Revised version June 2023 - Sudan | ReliefWeb

3.2. SUBJECT OF THE EVALUATION

31. The main topic of this evaluation is WFP's emergency operations in Sudan and the other countries in the sub-region affected by the crisis in Sudan. As shown in Figure 1 each of the countries had pre-existing CSPs which have had to adapt to the crisis, in some cases through budget revisions. Given the significant needs which have surfaced because of the conflict, WFP put in place a regional response to support the affected populations. WFP's assistance includes:

- General food assistance. This is a major pillar of WFP's response both in Sudan and other countries affected by the crisis, provided through both in-kind distributions and cash transfers supporting refugees, IDPs, returnees, and host communities.
- Prevention and treatment of moderate acute malnutrition. WFP is implementing prevention and treatment programs for acute malnutrition through supplementation and the management of acute malnutrition, targeted towards vulnerable groups, particularly children and pregnant or lactating women.
- Early recovery and resilience building. Where possible, this includes supporting smallholder farmers, promoting sustainable agriculture, and implementing school feeding programs, including Home-Grown School Feeding (HGSF), which strengthen local food systems while improving nutrition for children.
- Cluster coordination and support. WFP has either a primary or supporting role in coordinating key clusters, including the Logistics Cluster, Emergency Telecommunications Clusters (ETC), Food Security Cluster, Nutrition Sector and Cash Working Group.
- On-demand services such as logistics, telecommunications support, and air transport via the United Nations Humanitarian Air Service (UNHAS).

Sudan

32. Due to Sudan's escalating conflict and humanitarian crisis the Sudan CO had to considerably shift the emphasis of the CSP (2019 – 2023), from development-oriented goals to urgent crisis response. Before the conflict, planned beneficiaries for the CSP were 11.3m[30] for the period January 2019 to December 2023 with an estimated cost (= Needs-based Plan) of USD2.27bn (Budget Revision [BR] 04 approved in December 2021).

33. A month after the crisis started, the May 2023 BR 05 introduced two new activities: Activity 13: Provide coordination and logistics services to the humanitarian community though the Logistics Cluster; and Activity 14: Provide ICT coordination and services to humanitarian partners through the Emergency Telecommunication Cluster (ETC). Table 4 summarizes Strategic Outcomes (SOs) and Activities foreseen in the Sudan CSP (full wording is presented in Annex 2).

[30] This was already a significant increase from the 6.25m beneficiaries originally planned in the CSP for the period January 2019 to December 2023, for an estimated cost of USD2.27bn, to respond to increasing needs mainly as a result of the COVID-19 pandemic, inter-communal clashes in West Darfur and the influx of Ethiopian refugees from Tigray.

Table 4: Sudan CSP 2019-2024, summary of strategic outcomes and activities

Strategic Outcomes	Activities
SO 1: People are better able to meet their urgent food and nutrition needs.	Activity 1: Emergency food assistance
	Activity 2: Emergency school feeding
	Activity 3: Emergency nutrition assistance
SO 2: People have better nutrition, health & education outcomes.	Activity 4: Nutrition assistance including capacity strengthening
	Activity 5: Home-Grown School Feeding including capacity strengthening
SO 3: People have improved & sustainable livelihoods.	Activity 6: Asset creation and technical assistance through safety nets
	Activity 7: Capacity strengthening along agricultural value chains
SO 4: National programmes & systems are strengthened.	Activity 12: Strengthening food assistance delivery platforms and systems
SO 5 Humanitarian & development actors are more efficient & effective.	Activity 8: Logistics and ICT support services
	Activity 9: Air transport services
	Activity 10: Food procurement services
	Activity 11: CBT service provision for the Sudan Family Support Programme
	Activity 13: Logistics Cluster
	Activity 14: Emergency Telecommunications Cluster

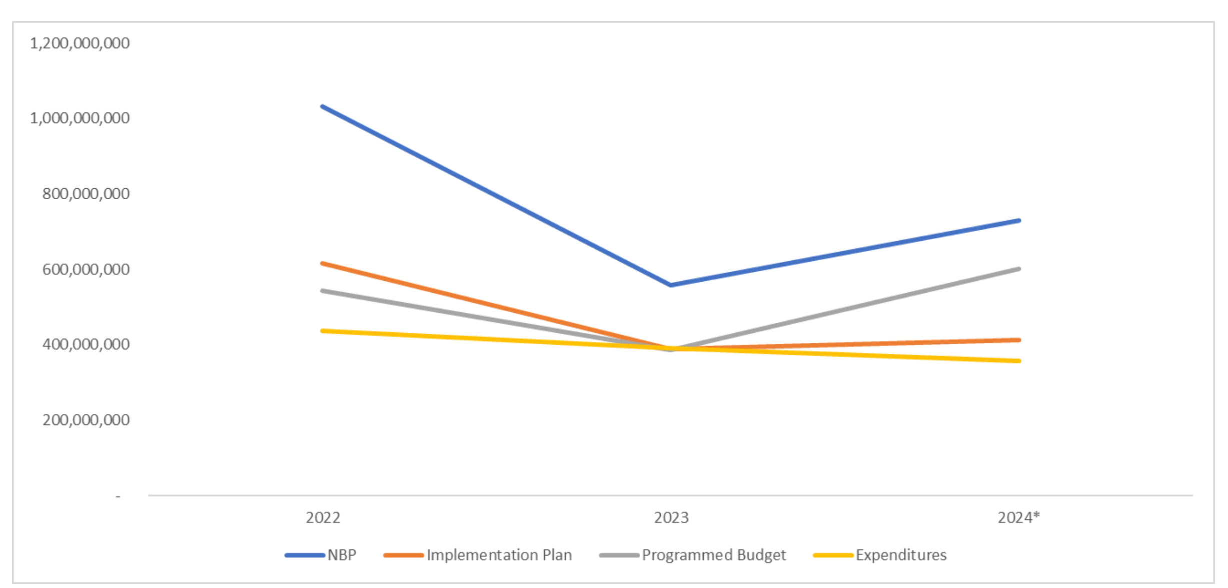
Source: The Sudan country strategic plan (2019 - 2024) | World Food Programme.

34. The November 2023 BR 06 extended the CSP by one year in line with the United Nations development assistance framework, due to the prevailing political situation. The planned number of beneficiaries was increased to 15.6m with an estimated cost (Needs-based Plan) of USD4.17bn for the period January 2019 to December 2024, because of the additional need to address food insecurity, to provide emergency school feeling and to manage and prevent malnutrition. The BR 06 sought to scale up CBTs and increase the individual cash transfer value and foresaw shifts in activities, for example scaling up of home-grown school feeding and the expansion of the smallholder farmers support in five states. A 7th BR under approval would extend the current CSP by 14 months and further raise planned beneficiaries to 27.7m for a total Needs-based-plan (NBP) of USD5.96bn from January 2019 to February 2026.

35. As of 17 December 2024, 50.4 percent of the overall CSP NBP has been funded for USD3,03bn.[31] The NBP for 2023 was USD557,489,258 with a programmed budget of USD385,736,342 (69 percent of NBP) and expenditures of USD390,340,213. The overall needs-based plan for 2024 is USD730,584,772. Actual expenditure data for 2024 will be available by Q1 of 2025. Figure 2 shows the evolution of the NBP, programmed budget and expenditures for the Sudan CSP.

[31] CSP Data Portal: https://cspdata.wfp.org/country/SD02/resources/?year=all

Figure 2. Yearly NBP, Implementation Plan, Programmed Budget and expenditures- Sudan CSP 2019-2024



*2024 provisional figures as final data will not be fully available until 2025 q1

Source: WINGS EV_CPB OVERVIEW

Table 5. Sudan CSP (20219-2024) cumulative financial overview for 2023

SO	Act.	Original NBP CSP (2023)	% on total	NBP as per latest BR (2024)	% on total	Allocated resources	% of latest NBP	Expendi-ture (2023)	% of allocated resources
SO 1	Act.1	54,189,468	10	67,566,141	9	27,719,266	4	19,714,193	5
	Act.2	19,755,849	4	4,402,279	1	122,983	<1	3,568,421	1
	Act. 3	275,318,519	49	401,144,906	55	213,821,843	29	258,130,597	67
SO 2	Act. 4	17,890,888	3	8,360,583	1	3,470,754	<1	6,030,289	2
	Act. 5	8,155,356	1	12,129,652	2	4,448,767	1	5,259,034	1
SO 3	Act. 6	25,478,134	5	24,853,604	3	12,312,647	2	7,871,287	2
	Act. 7	42,025,827	8	12,181,420	2	313,002	<1	4,687,826	1
SO 4	Act. 8	4,950,076	1	768,879	<1	39,817,069	5	20,677,979	5
	Act. 9	25,214,729	5	103,177,762	14	53,018,677	7	27,583,566	7
	Act.10	2,000,000	<1	-	-	-	-	-	-
	Act. 11	-	-						
	Act. 12	8,071,940	1	6,786,075	1	6,776,067	1	415,012	<1
	Act. 13	8,713,898	2	9,864,254	1	9,212,015	1	628,308	
SO 5	Act. 14	5,671,229	1	-	-	-	-	-	-

Source: 2024 provisional figures as final data will not be fully available until 2025 Q1- source WINGS EV_CPB OVERVIEW

36. In 2023 the top 5 donors, in descending order were USA ($229M), Germany ($58M), European Commission ($37M), Canada ($12.6M) and UNCERF ($12.5M). Although the figures for 2024 are not yet final, so far for this year the top 5 donors for 2024 are as follows: USA ($271M), Germany ($38M), European Commission ($31M), UAE ($20M) and France ($11M)[32].

37. According to the 2023 ACR, WFP reached 8.4m beneficiaries (55% female), providing general food assistance to 5.8m people and specialized nutritious food to 394,302 children and pregnant/breastfeeding women. Table 6 summarizes estimated beneficiary numbers for the different CSP activities.

[32] Data extracted from factory 28th November 2024.

Table 6. Beneficiaries by Programme Area 2023[33]

Programme Area	Planned Beneficiaries	Actual Beneficiaries	Achievement (%)
Unconditional Resource Transfers	2,938,918	5,796,177	197%
Malnutrition Prevention Programme	1,154,571	1,007,128	87%
Malnutrition Treatment Programme	1,379,387	312,314	22%
School-Based Programmes	1,126,853	957,301	84%
Asset Creation and Livelihood	855,907	326,160	38%
Smallholder Agricultural Market Support Programmes	550,499	233,008	42%

38. WFP adapted the Sudan Emergency Safety Net Project with the World Bank to address the crisis, extending support to over 2.6m displaced people, 75% of whom received cash assistance. While emergency operations scaled up, WFP continued resilience-building activities in accessible areas like eastern Sudan. Around 27,000 households received livelihood and asset creation support. WFP assisted 55,000 smallholder farmers (SHFs) with training and storage to reduce post-harvest losses and partnered with the African Development Bank to enhance wheat production for over 170,000 SHFs through seeds, fertilizer, and technical support.

39. During the first quarter, nearly 1m schoolchildren received meals and take-home rations. WFP began restructuring its school feeding program to transition to home-grown school feeding (HGSF) by 2024, procuring 4,150 MT of sorghum from SHFs in 2023 and planning to purchase 9,200 MT in 2024 to boost local livelihoods. As part of support to the wider humanitarian community WFP provided 13,000 m^3 of humanitarian supplies for 13 partners, transported 11,000 passengers, and delivered over 36 MT of cargo via UNHAS. WFP led the logistics and emergency telecommunications clusters, offering connectivity to 33 humanitarian organizations at 30 sites.

40. WFP has 22 offices, suboffices and field offices in Sudan (Figure 3). The country office (CO) was moved from Khartoum to Port Sudan since May 2024. The other locations with WFP presence include: Damazine, Dongola, Ed Daein, El Fasher, El Fula, El Geneina, El Obeid, Gedarif, Kabkabiya, Kadugli, Kassala, Kauda, Khartoum, Kosti, Kutum, Mukja, Nyala, Sortony, Wad Madani, Yabus and Zalinguei. As of November 2024, there are a total of 792 employees supporting the country programme, 28% female and 72% male. The majority of staff are long-term staff (International and national professional and general service staff) with just 31% of staff on short term contracts (International and national consultants and service contract holders). A significant majority of staff (87%) are national staff.

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Figure 3. Sudan CO, suboffice, area and field office locations.



Source: WFP OpWeb accessed November 2024

Other countries affected by the crisis

41. Planned beneficiaries and funding needs also increased in neighbouring countries affected by the crisis. Table 2.2 in Annex 2 summarizes activities and estimated numbers of beneficiaries related to the Sudan crisis in the other countries up to end of October 2024.

42. In South Sudan, the arrival, since April 2023, of more than 768,000 returnees, refugees, and asylum seekers from Sudan has required the CO to adapt its CSP. BR 01, approved in August 2024, envisages the provision of life-saving assistance to 478,485 newly conflict-affected people related to the Sudan crisis. Despite the inward movement of refugees from Sudan, the BR showed an overall decrease in the CSP budget as there was an overall decrease in the numbers of beneficiaries targeted for GFA because of deprioritization.

43. For Chad, there were two BRs after the start of the conflict in the previous CSP (2019 to 2024). BR 03 of July 2023 increased the NBP by USD326.9m, partly to support a 57 percent increase in caseload for SO1 (including refugees from Sudan, but also resident beneficiaries of lean season support, refugees from Cameroon and IDPs due to floods). The current CSP (2025 to 2029) approved in February 2024 was designed after the Sudan crisis broke out and takes into account the additional refugees from Sudan. There have not been any BRs to this new CSP.

44. According to the Chad 2023 Annual Country Report (ACR), from August 2023 onwards, WFP also supported cross-border operations from Eastern Chad to Western Sudan, in collaboration with the Sudan cluster and United Nations Office for the Coordination of Humanitarian Affairs (OCHA), which ensured the coordination and monitoring of the activities. In 2023, WFP Chad dispatched a total of 11 convoys to West Darfur, carrying over 7,500 MT of mixed commodities to feed 838,000 people.

45. In Egypt, BR 02 showed an increase of USD7.6m to the CSP to reflect the increased number of beneficiaries, the provision of on demand services to the Government and development actors. In Ethiopia, BR 07 of the CSP had changes to the beneficiary numbers to reflect the increased needs under Activity 3 to align with the inward movement of refugees from Sudan

and other countries. The Libya, Uganda and CAR COs did not propose any adjustments to their CSPs through BRs in relation to the crisis in Sudan.

46. At this stage, it is not possible to estimate the budget dedicated to the Sudan crisis response in other countries affected by the crisis. An attempt to estimate this budget will be made during the inception phase.

47. According to CSP documents and 2023 ACRs, WFP programming is expected to be gender-sensitive in all countries affected by the crisis. The evaluation will be expected to assess the degree to which this planned gender-sensitivity was realised in practice, and to what extent gender-transformative actions were planned and implemented where feasible, along with results achieved.

4 Evaluation scope and questions

4.1. SCOPE OF THE EVALUATION

48. The evaluation will cover WFP strategy and activities (including cross cutting results) from April 2023 until June 2025 primarily in Sudan, Chad and South Sudan included in the Sudan Regional Crisis CSU, but also in other countries in the region hosting Sudanese refugees who fled their country following the outbreak of hostilities in April 2023, including Egypt, CAR, Libya, Ethiopia and Uganda.

49. The evaluation will focus on the WFP response to the humanitarian crisis in Sudan since fighting broke out in April 2023. It will also assess preparedness of WFP before the crisis and consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the WFP country strategic plans for Sudan and the other countries affected by the crisis.

50. The frame of reference for the evaluation will be the CSPs and subsequent approved budget revisions, with the main focus on the strategic outcomes (SO) and activities related to the Sudan crisis response and their interlinkages with other outcomes and activities in the CSP.

4.2. EVALUATION CRITERIA AND QUESTIONS

51. The evaluation will address a set of questions as presented in Table 8, grounded in the OECD/DAC evaluation criteria, ALNAP guidance and key themes for evaluating humanitarian action in complex emergencies[34]. The tentative questions presented below were discussed with the IRG during a scoping meeting held on 8 November 2024. While the evaluation seeks to assess performance in the past, it will give due attention to present performance and plans, to ensure relevance of recommendations towards the future. The questions will be further fine-tuned by the evaluation team in consultation with OEV during the inception phase.

Table 8. Tentative evaluation questions

	Tentative evaluation questions	Criterion
1.	**How appropriate did the WFP response remain to the food security and nutrition needs of people most affected by the crisis in Sudan, as needs evolved over time and in each specific context?**	Relevance/ appropriateness
1.1	How well were needs assessed and monitored over time to inform planning and implementation of the response?	
1.2	To what extent did WFP target and reach the most vulnerable to food insecurity and malnutrition as a result of the crisis in Sudan? Was assistance appropriate to their needs?	Coverage/ appropriateness
1.3	How did WFP prioritize assistance in light of funding gaps, and what were the consequences in terms of coverage and quality of assistance?	

34 See: OECD 1999. Guidance for Evaluating Humanitarian Assistance in Complex Emergencies. ALNAP 2006. Evaluating humanitarian action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies.

2. **How coherent was the WFP regional response with internal and external policies, standards and plans?** 2.1 How consistent was the regional response with WFP policies, guidance and country strategic plans? 2.2 How complementary, coordinated and consistent was WFP's regional response with sector-wide policies, standards and response plans, and with other humanitarian actors? 2.3 To what extent did the WFP response adhere to the humanitarian principles and how well were trade-offs between principles and other priorities managed?	Coherence
3. How effective was the WFP response in Sudan and other countries affected by the crisis? 3.1 What difference did the WFP response make in Sudan and other countries affected by the crisis to food and nutrition security, in particular for those suffering the most? 3.2 How well did WFP identify and manage risks in the response and how well did it calibrate risk appetite with a no regrets approach? 3.3 To what extent did WFP assistance ensure protection and accountability to affected populations? 3.4 How well did the WFP response support gender equality and women's empowerment?	Effectiveness
4. How efficient was the WFP response in Sudan and other countries affected by the crisis? 4.1 How well prepared was WFP in Sudan and neighbouring countries to respond and how timely was WFP's regional response to the crisis in Sudan? 4.2 To what extent was the emergency response cost-efficient and how was the use of available resources optimized? 4.3 How strategic and effective was WFP's use of (sub-)regional supply chains and innovations to enhance effectiveness and efficiency?	Efficiency
5. How well is the future taken into account in the present WFP response in Sudan and other countries affected by the crisis? 5.1 What are the conditions and prospects for a gradual scale-down of the WFP regional response? Is there an exit strategy and, if so, how realistic is it in the current context? 5.2 What strategic linkages did WFP develop between the regional emergency response and broader development and peace goals in Sudan and the region?	Connectedness

52. Based on desk review of relevant documents and in consultation with the IRGCO, RB and relevant HQ divisions, the evaluation team will identify a manageable number (up to five) of **key learning themes** for the evaluation during the inception phase. These are areas of specific interest to WFP, on which it would be particularly useful to receive a more in-depth assessment by the evaluation. These key areas can be, among other things: specific evaluation (sub-)questions, criteria or key themes that are of particular importance to this CEE; issues identified by After-Action Reviews, Lessons Learned Exercises, evaluations, audits or reviews; issues related to assumptions made in the theory of change of the

programme; etc. At this TOR stage, numerous areas of interest have been identified based on desk review and in consultation with the IRG, to be confirmed and streamlined during inception and the early stages of data collection (see Annex IV for the full tentative list). RBx and COs involved in the response were asked to indicate which themes were of highest relevance for them. Top themes emerging from this consultation, in addition to some already captured in the evaluation questions above are **humanitarian access, international and national partnerships, the unintended effects of the WFP response on affected populations and on other SOs and activities in the CSPs, localisation, and institutional arrangements and internal coordination for the response**.

53. Based on After Action Reviews and the Lessons Learned Exercise and findings and Executive Board feedback on previous WFP evaluations, OEV also considers the theme of **humanitarian principles (HPs)** of high importance for this evaluation. The evaluation team is strongly encouraged to pilot use of the new UNEG Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action.[35]

54. To ensure that those areas are adequately covered by the evaluation, they should be clearly reflected in the evaluation matrix (see 5.2 below) through specific lines of enquiry. Importantly, not all areas of interest will be relevant to all countries affected by the crisis in Sudan, and the evaluation team will need to clearly indicate which themes will be assessed/studied for which countries.

[35] Detail of UNEG Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action

5 Evaluation approach and ethical considerations

5.1. EVALUABILITY ASSESSMENT

55. This CEE will build on several sources of secondary evidence including centralised and decentralised evaluations, after actions reviews and lessons learned exercises, audit reports and ACRs (see Annex VI for a preliminary list).

56. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment of evaluability made by OEV.

57. Based on consultations with the CO and a summary review of relevant documentation provided by the CO, OEV anticipates the following evaluability challenges:

- For the response inside Sudan, all activities since April 2023 will be considered as part of the crisis response, considering that the crisis affects the whole country. However, much data is only available for the entire year 2023, which will make it challenging to focus exclusively on the period starting from April. Also, inconsistencies in the measurement and reporting at different levels of results are to be expected due to multiple revisions of the logical framework in consecutive budget revisions since the onset of the crisis. During the inception phase, the evaluation team will verify to what extent monthly data is available for 2023, and also completeness of targets, baseline and follow-up data for output and outcome indicators, including their consistency across the different version of the log frame.
- In the other countries affected by the crisis in Sudan, it may be challenging to obtain specific, separate financial and output data for activities in response to the crisis. Corporate financial and monitoring reporting tools are unlikely to distinguish populations affected by the crisis from other populations receiving WFP assistance. Similarly, data on common services and coordination support is unlikely to be reported systematically in a way that distinguishes between services and support specific in response to the crisis in Sudan versus services and support for other purposes. The evaluation will rely on the individual COs to gather and share these different data.
- Access to intervention sites due to insecurity will be a serious constraint in Sudan, CAR and possibly also South Sudan and Chad. Poor road conditions, especially during the rainy season, might also restrict access to certain sites in all countries covered by this evaluation.
- Staff availability might be affected due to R&R cycles and high staff rotation. The evaluation team will need to plan well ahead for interviews and make efforts to identify and interview also staff formerly involved in the response.
- The high diversity of political, socio-economic, humanitarian, agroecological and operational contexts in the region will complicate generalisation and synthesis of findings across different settings.
- The time frame covered by the evaluation: the evaluation is conducted about two years after the first activation of the scale-up emergency response (in May 2023) while the

response is still ongoing. This may have implications for the completeness of results reporting and attainment of expected outcomes.

58. The evaluation team will review and assess these limitations and devise measures to mitigate them. Evaluability challenges will be discussed in the inception report together with appropriate mitigation measures where possible, and their anticipated impact on the breadth and depth of the evaluation.

5.2. EVALUATION APPROACH AND METHODOLOGY

59. The CEE will use a systemic perspective in assessing the appropriateness, coherence, coverage, effectiveness, efficiency and connectedness of WFP strategy, interventions and partnerships in Sudan and other countries affected by the crisis in Sudan. This means that the evaluation will consider WFP strategy and interventions within a complex system, composed of multiple interacting and continuously evolving components including the political and socio-economic context, the conflict in Sudan and other crises, the natural environment, the agri-food systems, the humanitarian and development sector, etc. Systems and network analysis should be considered as possible methodological approaches.

60. The evaluation will use a theory-based approach to assess WFP effectiveness and connectedness. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country offices. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways. While the reconstructed theory of change may focus on the emergency response, it needs to clearly show linkages with other strategic outcomes and activities of the CSPs to show how the different components of the CSPs mutually affect (enhance or, possibly, inhibit) each other. OEV advises that the team reconstructs an overall ToC for the WFP response to the regional crisis and separate ToCs per country or for distinct causal pathways which are nested within the overall ToC.

61. To assess WFP's effectiveness, the evaluation will assess the likelihood of WFP's contribution to strategic outcomes. This will entail verifying the internal logic of the theory of change and the quantity and quality of outputs delivered, including who benefitted from those (i.e. effectiveness of targeting and coverage). It will also verify the validity of internal and external assumptions made and consider any external factors that might have affected outcome level changes. On this basis, the evaluation will then estimate the likelihood that WFP has contributed to outcome level changes and, where appropriate, look at measurement of outcome indicators to assess whether WFP assistance was sufficient to reach the outcome targets.

62. The evaluation will use a participatory, mixed methods approach for data collection and analysis, relying on primary and secondary sources. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. The evaluation team will determine the most appropriate methods which may vary depending on the opportunities and constraints in each country and geographic area. Data collection methods suggested for this CEE include[36]:

- **Desk review** of relevant documentation, including UN system strategic documents (HNOs, HRPs...); relevant documentation on the evolving country contexts and needs over the

[36] OEV is open to a range of methods and would welcome appropriate alternative approaches.

evaluation period; WFP strategies, plans, monitoring data, risk registers, annual reports, donor reports, evaluations, post distribution monitoring reports, after actions reviews and lessons learned exercises, beneficiary feedback databases and other relevant documents; Government policies, strategies and reports; country strategies and reports from strategic partners, donors and cooperating partners, etc.

- **Semi-structured interviews and discussions with key informants**, both remote and in-person where possible, individual or in small groups as appropriate, including WFP CO management and relevant staff including in the sub-field offices; relevant WFP HQ and RBB staff; Government representatives (as appropriate); UN, INGO, IFI and donor representatives and technical staff; Managers and technical staff from cooperating partners; etc.
- **Surveys of WFP staff and cooperating partner staff and target population groups** (complementarity will be sought with planned monitoring surveys). OEV encourages the use of participatory story-based approaches (e.g. SenseMaker©) or other appropriate research methodologies to collect and analyse real-life experiences from humanitarian personnel or target population groups.
- **Individual and group interviews with target population groups**, in particular traditionally marginalized population groups, such as women, people with disabilities, ethnic minorities and the extremely poor.
- **Direct field observation**, to the extent possible, the (national) evaluation team will visit sub-offices and WFP distribution and intervention sites, covering an as diverse as possible range of WFP interventions and target population groups.

63. Depending on the prevailing security situation in Sudan and neighbouring countries, data collection will use a hybrid approach, with a combination of in-person interactions and visits wherever possible, and remote interactions with stakeholders in areas where the team cannot travel. During the inception phase, the evaluation team leader accompanied by the OEV evaluation manager will visit the Sudan CO in Port Sudan and the Regional Bureaux in Cairo and Nairobi for approximately two weeks, to meet with Sudan CO and RBx staff involved the regional response.

64. The main data collection phase will include missions to Sudan and three other countries affected by the crisis selected on the basis of clear criteria such as inclusion in the CSU or not, nature and volume of activities in response to the crisis in Sudan, availability of existing evaluation evidence, ongoing major evaluation exercises, and opportunities for in-person interaction with target populations and deep-field visits.

65. The duration of each mission would be a function of the diversity of activities and sites to be visited and may vary between one and two weeks, for approximately six weeks in total, between mid-May and end of June. In areas where international evaluators are not allowed to travel, they will need to rely on remote communication tools and on the national consultants and enumerators for in-person data collection where possible. Sufficient time needs to be built into the evaluation timeline for planning and conducting data collection. A more flexible approach for field data collection by the national consultants and enumerators may be required, which may partially take place without the team leader or other international consultants in-country.

66. During the inception phase, the evaluation team will develop a detailed methodological design, including a detailed evaluation matrix presenting evaluation questions, sub-questions, lines of enquiry, and data sources and collection tools. This methodological design will take into consideration the more detailed evaluability assessment and

stakeholder analysis conducted during the inception phase. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal, appropriate for each evaluation question and the main learning themes.

67. The methodology should aim at data disaggregation by sex, age, disability status, displacement status, nationality or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. The evaluation will assess the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.[37]

5.3. ETHICAL CONSIDERATIONS

68. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.[38] The evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).[39] This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation process and results do no harm to participants or their communities.

69. OEV will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of WFP interventions in the countries concerned by this evaluation, and have no vested interests nor any other potential or perceived conflicts of interest.[40]

70. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines]. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.[41]

71. Should the evaluators uncover allegations of wrongdoing and misconduct either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team must report those allegations to the WFP Office of Inspection and Investigation (OIGI) through the WFP hotline (http://www.wfphotline.ethicspoint.com). At the same time, the team leader should inform the Evaluation Manager and the Director of Evaluation that allegations of wrongdoing and misconduct have been observed and reported to OIGI, without breaking confidentiality.

37 In choosing the methods to evaluate the CSP, the evaluation team should refer to the OEV Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

38 For further information on how to apply the UNEG norms and standards (http://www.unevaluation.org/document/detail/1914) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (https://docs.wfp.org/api/documents/WFP-0000003179/download/).

39 Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

40 "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation, including the Regional Bureau and HQ division involved in emergency response.

41 If there are changes/additions to the evaluation team (e.g. hiring of enumerators) or if some of the planned evaluation activities are sub-contracted, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members/sub-contractors.

6 Organization of the evaluation

6.1. PHASES AND DELIVERABLES

72. The evaluation is structured in five phases summarized in Table 9 below. The evaluation team will be involved in phases 2 to 5 of the CEE. The country offices and regional bureaux have been consulted on the timeframe to ensure good alignment with their work plans.

Table 9. Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparation	Nov 2024 – Jan 2025	Discussions on concept presentation Draft TORs review by IRG Final TORs Evaluation team and/or firm selection & contract
2. Inception	Feb – May 2025	Desk review Briefings with IRG members and key CO staff Inception mission (Port Sudan, Cairo and Nairobi) Draft inception report review by OEV Draft inception report review by IRG Final inception report
3. Data collection	May – Jun 2025	Desk review Data collection missions and exit debriefings Analysis workshop (Evaluation Team and OEV) Preliminary findings debriefing
4. Analysis and reporting	Jul – Dec 2025	Draft evaluation report review by OEV Draft evaluation report review by IRG Stakeholder workshop (November 2025) Final draft evaluation report
5. Dissemination and follow-up	Jan – Mar 2026	Summary evaluation report (SER) SER editing/evaluation report formatting and final publication
	Apr – Jun 2026	Management response (MR) preparation Presentation of SER and MR at Executive Board Round Table on Evaluations Presentation of SER and MR at Executive Board Session EB.A/2026

6.2. EVALUATION TEAM COMPOSITION

73. The evaluation will be conducted by a gender, geographically and culturally diverse and balanced evaluation team of maximum six consultants (including the team leader, a research analyst and two Sudanese consultants[42]) with relevant expertise and the requisite language skills to effectively cover the technical and geographic areas of evaluation.

74. The evaluation team will have strong methodological competencies and analytical, synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity and wider inclusion issues. In addition, the team leader and team members should have

[42] The consultants from Sudan could participate in field work both in Sudan and other countries.

experience working and/or conducting social research in humanitarian contexts and combine solid technical expertise in WFP food and technical assistance modalities.

75. The national experts should have a good understanding of national stakeholders and their relationships, both at capital and field level, and will need to complement the technical expertise and language skills of the international consultants.

Table 10. Summary of evaluation team areas of expertise required

Areas	Specific expertise required
Team Leader	MINIMUM REQUIREMENTS • Excellent planning and team management and coordination skills; ability to resolve problems and strong track record to deliver on time • Solid experience in evaluating the design and implementation of complex emergency responses, with profound understanding of humanitarian principles • Strong experience with conducting evaluations in countries with politically sensitive and fragile situations • Familiarity with Theory of Change and Contribution Analysis approaches and other relevant evaluation methods and tools • Fluency and excellent presentation and writing skills in English, working knowledge of French DESIRABLE • First-hand experience in complex emergency response and/or recovery programmes, preferably with UN organizations or large international NGOs • Prior experience with WFP evaluation is a plus
Team members	• For international consultants: Prior programme evaluation experience in Sudan or Northern/Eastern Africa • For national consultants: Very good knowledge of country institutional and humanitarian context • First-hand experience in complex emergency response and/or recovery programmes • Fluency and excellent writing skills in English and French (for Chad and CAR) • Strong, complementary technical expertise in the following areas: o Food security and nutrition assessments and information systems, including use of satellite imagery and other remote data collection tools o General food assistance (in-kind and cash-based transfers) including to refugees and displaced people o Protection and accountability to affected populations o Partnerships and inter-agency coordination o Supply chain and humanitarian services provision (transport, warehousing, procurement, information technology solutions, etc.) o Emergency school feeding, including home grown school feeding

	- Treatment and prevention of moderate acute malnutrition, and nutrition-sensitive programming - Food Assistance for Assets, smallholder farmer support, farmer organisations, market access, food systems, natural resource management and climate change adaptation - Humanitarian access - Humanitarian principles - Humanitarian Diplomacy - Human resources, duty of care and well-being of humanitarian personnel - Risk management - Assessments, monitoring and Information management - Programme efficiency - Gender equality and women empowerment
Research Assistance	- Strong experience designing and implementing complex research methodologies, both qualitative and quantitative, able to coordinate several parallel research workstreams as well as an overarching, more strategic research pathway - Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems - Excellent Excel skills, including ease of working with pivot tables and generation of graphs, to organize, analyse and effectively represent data - Excellent data management skills and accuracy in data manipulation, including data cleaning, data mining, data triangulation, and data modelling - Broad understanding of humanitarian and development assistance and familiarity with analysing WFP and Humanitarian Response Plan/Humanitarian Needs Overview data - Strong ability to provide qualitative and quantitative research support to evaluation teams, in particular on: - survey design, including online and mobile phone surveys - survey data cleaning and descriptive analysis - geo-spatial data analysis
Quality assurance and editorial expertise	- Experience in conducting evaluations of humanitarian operations - Proven excellent skills and experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) - Experience in quality assurance of written technical reports and briefs

6.3. ROLES AND RESPONSIBILITIES

76. This evaluation is managed by OEV. Michael Carbon, Senior Evaluation Officer, has been appointed as evaluation manager (EM) and Micheal O'Hiarlaithe has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. The EM will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. The EM,

assisted by the OEV RA, is responsible for drafting the concept note and ToRs; setting up and engaging with the Internal Reference Group; selecting and contracting the evaluation team; preparing and managing the budget; organizing the team briefings; supporting the preparation of missions; participating in a data analysis workshop organized by the evaluation team; organizing the final stakeholder workshop jointly with RBN or RBC; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products; and drafting the summary evaluation report and standard OEV communication products. Julia Betts, Deputy Director of Evaluation, will provide second-level quality assurance. Anne-Claire Luzot, the Director of Evaluation, will clear the final evaluation products and present the CEE to the WFP Executive Board.

77. The evaluation team leader bears responsibility for all team outputs, overall team functioning, and client relations. The primary responsibilities of the team leader will be to:

- Act as the main interlocutor with OEV
- Develop the inception report in line with CEQAS standards and agreed timelines
- Manage the relationships within the team
- Coordinate, guide, oversee and contribute to data collection and analysis by the team
- Consolidate team members' inputs and draft the evaluation report in line with CEQAS standards and agreed timelines
- Represent the evaluation team in meetings and workshops with stakeholders
- Review the summary evaluation report (to be prepared by OEV)

78. Evaluation team members will:

- Contribute to the design of the evaluation methodology
- Contribute to data collection and analysis
- Prepare inputs for the evaluation products (inception report, presentations, evaluation report) and review the draft products
- Support the team leader in the preparation of debriefings and workshops
- Actively participate in team meetings, debriefings and workshops

79. The Regional Bureaux will facilitate the evaluation team's contacts with regional stakeholders and make its relevant staff available for briefings and interviews with the evaluation team and for reviewing draft evaluation products. One of the concerned regional bureaux will assist with the organisation of the final stakeholder workshop (likely in Nairobi).

80. The COs will facilitate the evaluation team's contacts with in-country stakeholders; advice on feasibility of field visit itineraries developed by the evaluation team; provide logistic support during the fieldwork including appointments with stakeholders as requested by the evaluation team and local transport in WFP vehicles and on UNHAS flights, where needed. Each CO will nominate a focal point who will assist with communicating with the evaluation manager and evaluation team, setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff (with the exception of OEV staff) will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. QUALITY ASSURANCE

81. The WFP evaluation quality assurance system includes process guidelines, technical notes and templates for key evaluation products based on quality checklists. WFP quality assurance does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing manner, and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

82. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team where required. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

83. OEV will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and the Deputy Director of Evaluation (QA2). The evaluation manager will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. The (Deputy) Director of Evaluation must approve all evaluation deliverables. In case OEV staff need to invest more time and effort than acceptable to bring the deliverables up to the required standard within acceptable deadlines, this additional cost to OEV will be borne by the evaluation company and deducted from the final payment.

84. The final evaluation report will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

6.5. SECURITY CONSIDERATIONS

85. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the EM will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings. All evaluation team members should be willing and able to travel to Sudan and other countries affected by the crisis, within the restrictions imposed by the UN Department of Safety and Security or the WFP Security Division.

6.6. COMMUNICATION

86. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the

inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase. All evaluation products will be produced in English, except any presentations and summaries for the francophone countries which will be delivered in French.

87. The inception report will be shared with the IRG and other relevant WFP staff for comments. The evaluation team will also organize debriefings for the countries where missions were conducted as well as a general debriefing to the IRG, to present and discuss preliminary findings, conclusions and areas for consideration.

88. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio, as appropriate) in the field, respecting local customs and personal data protection principles, and to share those with OEV for use in communication products such as evaluation reports, briefs, presentations and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.

89. A stakeholder workshop will be organized with relevant representatives of WFP management and the IRG to present and discuss findings, conclusions and recommendations of the evaluation.

90. The main evaluation report will be shared with the IRG for review and comments. The final evaluation report will be made publicly available as per international standards for evaluation. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2026.

6.7. THE PROPOSAL

91. Technical and financial offers for this evaluation should consider in-person inception and data collection missions to Sudan, regional bureaux in Nairobi and Cairo, and three other countries affected by the crisis, and travel of the evaluation team leader for the stakeholder workshop. Proposals should build in sufficient flexibility to deal with possible risks such as travel restrictions. Travel may be required to all locations where WFP is operational in the response; submission of a proposal indicates acceptance of this requirement.

92. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

93. Given the prevalent security situation in Sudan and some other countries, in-country transport will be ensured by the country office, where available using WFP vehicles and UNHAS flights. The proposal should therefore not include in-country travel costs in countries with security concerns.

94. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

95. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annex I. Acronyms

ACR	Annual Country Report
CO	Country Office
CSP	Country Strategic Plan
CP	Cooperating Partner
CSPE	Country Strategic Plan Evaluation
EB	Executive Board
EM	Evaluation Manager
FAO	Food and Agriculture Organization of the United Nations
GNI	Gross National Income
HDP	Humanitarian-Development-Peace
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced People
IPC	Integrated Food Security Phase Classification
NBP	Needs-Based Plan
NGOs	Non-Governmental Organizations
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OEV	Office of Evaluation
OIGI	Office of Inspection and Investigation
QA	Quality Assurance
RA	Research Analyst
R&R	Rest and Recuperation
SDG	Sustainable Development Goals
ToC	Theory of Change
TORs	Terms of References
UN	United Nations
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WFP	United Nations World Food Programme

Annex II. WFP CSP objectives and activities related to the Sudan Regional Crisis

Table 2.1. Sudan CSP 2019 to 2026, overview of strategic outcomes and activities

Strategic Outcomes	Activities	Intervention modalities
SO 1: People are better able to meet their urgent food and nutrition needs.	Activity 1: Provide Safe & Nutritious food and CBT to people affected by shocks.	Food/CBT/CS
	Activity 2: Provide nutrition-sensitive school meals to pre-primary and primary school children affected by shocks	Food/CBT/CS
	Activity 3: Provide preventative and curative nutrition activities to children aged 6-59 months and PLW/G in emergency context	Food/CBT/CS
SO 2: People have better nutrition, health & education outcomes.	Activity 4: Provide curative and preventative nutrition activities to children aged 6-59 months and PLW/G. Capacity strengthening to national and state health institutions to address root cause.	Food/CBT/CS
	Activity 5: Provide pre-primary and primary school children with nutrition sensitive school meals sourced locally through Home-Grown School Feeding approaches complimented with other school health and nutrition services including capacity strengthening support for relevant stakeholders	Food/CBT/CS
SO 3: People have improved & sustainable livelihoods.	Activity 6: Offer asset creation activities and technical assistance through safety nets to help food insecure households to reduce risk and adapt to climate change.	CS/CBT
	Activity 7: Provide capacity strengthening support to farmers, agribusiness and agricultural service providers, and local, state and national agricultural institutions.	CS/CBT
SO 4: National programmes & systems are strengthened.	Activity 12: Provide advisory and technical services to federal and state governments and the private sector for strengthening food assistance delivery platforms and national and state systems, including social safety nets programme management, early warning and emergency preparedness systems, and supply chain solutions and management.	CS
SO 5 Humanitarian & development actors are more efficient & effective	Activity 8: Provide technical and support services (logistics, ICT, administrative and project) to the humanitarian and development community and national entities/systems	CS/SD
	Activity 9: Provide air transport services for personnel and light cargo alongside aviation sector technical assistance	SD
	Activity 10: Provide food procurement services to government and other stakeholders	SD
	Activity 11: CBT service provision for the Sudan Family Support Programme	SD

	Activity 13: Provide coordination and logistics services to the humanitarian community through the Logistics Cluster.	SD
	Activity 14: Provide ICT coordination and services to humanitarian partners through the Emergency Telecommunications Cluster.	SD

CS = Capacity Strengthening; SD = Service Delivery

Source: The Sudan country strategic plan (2019 - 2024) | World Food Programme.

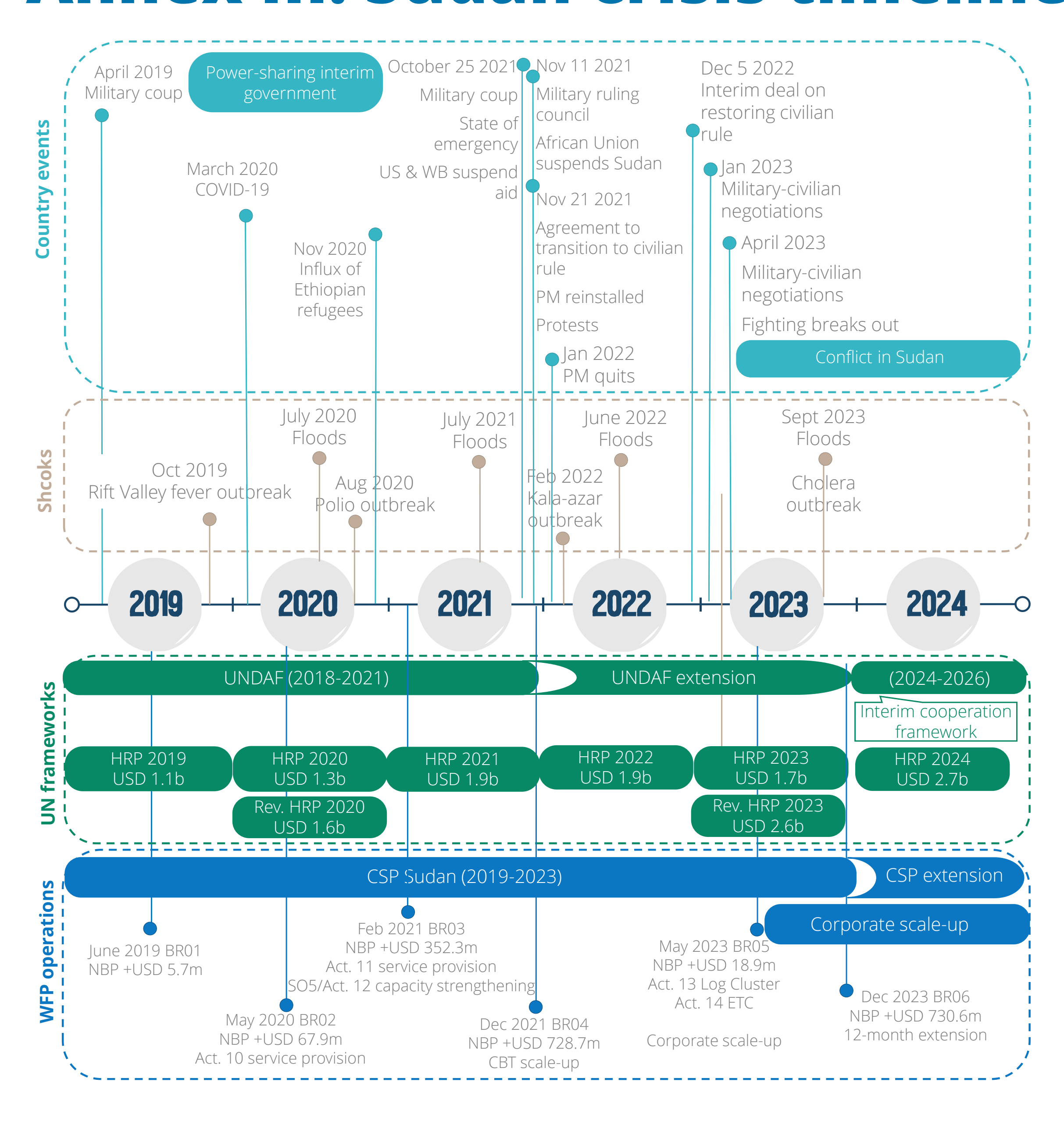
Table 2.2. Main activities and estimated beneficiaries in response to the crisis in Sudan in other countries affected by the crisis.

Activity	Corresponding CSP SO/Activity and estimated number of beneficiaries (as of 31 October 2024)						
	Chad	**South Sudan**	**Egypt**	**Uganda**	**Ethiopia**	**CAR**	**Libya**
Food assistance to refugees and returnees from Sudan	SO1/Act1 596,246 new refugees 121,824 new returnees	SO1/Act1 137,044 (fortified biscuits) 281,518 (dry rations) 142,625 (hot meals) 625,506 (cash assistance)	SO1/Act1 260,000 (RTE packages) 200,000 (Monthly e-cash distribution through Fawry outlets)	SO1/Act1 40,000 (hot meals at Reception Centre and Food/cash during relocation to plots allocated to the new arrivals)	SO1/Act3	SO1/Act1	SO1/Act1 100,000 refugees (general food assistance and blanket supplementary feeding)
Food assistance to host populations and old refugees	SO1/Act1 42,159 host population 150,132 old refugees vulnerable ++						SO1/Act1 10,000 host population (general food assistance and blanket supplementary feeding)
Nutrition assistance to returnees and refugees from Sudan for the prevention and treatment of malnutrition.		SO2/Act2 90,576 women/234,262 children (screening for malnutrition) 56,753 women/149,751					

		children (prevention of malnutrition) 178,000 women/30,291 children (treatment of malnutrition)					
Emergency school feeding	SO2/Act2 80,413 old refugees 3,095 new refugees						
Integrated package of livelihoods support	SO3/Act4 3,445 old refugees						
United Nations Humanitarian Air Service (UNHAS)	SO5/Act6	SO5/Act8					
Supply chain, information and communications technology, and other services to humanitarian community and partners	SO5/Act7	SO5/Act9			SO5/Act9 (TBC by CO)		

Source: WFP Country Offices

Annex III. Sudan crisis timeline



Annex IV. Tentative learning themes

The following tentative areas of interest have been identified based on desk review (including After Action Reviews, Lessons Learned Exercises and ACRs) and in consultation with the IRG. During the inception phase, the evaluation team will select up to five themes for deeper analysis, in addition to those areas already covered by the evaluation questions.

- Humanitarian access
- Supply chains
- External coordination and international partnerships
- Unintended effects of the WFP response on affected populations
- Effects on other SOs and activities in the CSPs
- Risk appetite and risk management
- Protection (including from sexual exploitation and abuse) and AAP
- Institutional arrangements for the response and internal coordination
- Localisation
- Humanitarian principles (HPs) and red lines
- Context – influence on operations and adaptation
- HR capacity and Duty of care
- Funding and resource mobilisation
- Cash-based transfers
- Corporate Scale-Up activation
- Humanitarian Diplomacy
- Information management and information flows
- Security
- Innovations
- Displaced people, host populations and returnees
- Targeting and prioritization
- Gender

Annex V. Internal reference group

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CEEs. The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- Transparency: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- Ownership and use: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- Accuracy: Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

IRG members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process. The IRG's main roles are as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation phase
- Suggest and facilitate access of key references and data sources in their area of expertise / country office
- Help organise and participate in country-level debriefings (if applicable)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in-person or remotely in the stakeholder workshop to discuss recommendations
- Support dissemination of learning from the evaluation within their office/service/unit

The proposed composition of the IRG for this CEE is as follows:

Office	Technical Focal point	Alternate	To be Cc'd
Sudan	Abraham ABATNEH (HOP)	Zinsou KPAVODE (M&E)	John Aylieff (REC) Makena Walker (DCD)
Chad	Alladari TRAORE (RAM)	Valerie Tremblay	Koffi Akakpo (DCD)
South Sudan	Anne-Claire MOUILLIEZ (RAM)	Wahid MURAD (MEAL)	Mary-Ellen MCGROARTY (CD)
Egypt	Ithar Khalil	Sherifa Said Bahaa ELGEZIRY	Jean-Pierre DEMARGERIE (CD) Rossella FANELLI (DCD)
Ethiopia	Dawit HABTEMARIAM (HOE) Samantha CHATTARAJ (HOP) Clara SILVA (HoSC)	Abdi Farah (EPR) Kevin Howley (Logistics)	Zlatan Milisic (CD) Jennifer BITONDE (DCD)
CAR	Telesphore Oueadraogo (RAM)	Pascal Diro (HOP)	Aline Samu (DCD)
Libya	Yasuyuki MISAWA (DCD)	Aymen ELAMIN (Emergency coordinator)	Mohamed SHEIKH (CD)
Uganda	Joyce Achom (HOP SO)		Marcus PRIOR (DCD)
RBN	Johannes BRAUN (Strategic advisor)	Zarrina KURBANOVA (RAM)	Rukia YACOUB (DRD)
RBD	Nuru JUMAINE	Lucieodile NDIONE; Abdoul BA (EPR Officers)	Evelyn Etti (DRD)
RBC	Geoffrey PINNOCK (Humanitarian and Transition Support)		Irving PRADO (DRD)
COOE	Vanja KARANOVIC (PPO)		Laura TURNER (Deputy Director)
PPGE	Jacqueline Cavalcante (Field Support Team Lead)		Jesse Woods (Chief) Ross Smith (Director)

Annex VI. Key documents

1. Country Strategic Plans

The Sudan country strategic plan (2019 - 2024) | World Food Programme

Chad country strategic plan (2024–2028) | World Food Programme

South Sudan country strategic plan (2023–2025) | World Food Programme

Ethiopia country strategic plan (2020-2025) | World Food Programme

Libya country strategic plan (2023–2025) | World Food Programme

Egypt country strategic plan (2023 - 2028) | World Food Programme

Uganda country strategic plan (2018-2025) | World Food Programme

2. Budget Revision documentation

Sudan BR 06

Chad BR 03

South Sudan BR 01

Ethiopia BR 07

Egypt BR 02

3. Annual Country Reports

Sudan ACR 2023

Chad ACR 2023

South Sudan ACR 2023

Ethiopia ACR 2023

Libya ACR 2023

Egypt ACR 2023

Uganda ACR 2023

4. United Nations Development Assistance Framework for Sudan

The UN Sustainable Development Cooperation Framework (UNSDCF) 2023-2025

5. Humanitarian Needs Overviews and Response Plans

Sudan Humanitarian Needs and Response Plan 2024

Sudan Humanitarian Response plan 2023

Sudan Humanitarian Needs Overview (HNO) 2023

6. Regional refugee response plan

Sudan Regional Refugee Response 2024

7. Evaluations, audits and reviews

Country/ Region	Title	Completion date (*planned)	Category	Status
Sudan	Evaluation of Sudan WFP Country Strategic Plan 2019-2023	16-08-2022	CSPE	Completed
Sudan	Evaluation of WFP's Emergency preparedness policy – country case study		PE case study	Ongoing
Sudan	After Action Review	Nov 2023	Review	Completed
Sudan	After Action Review	May 2024	Review	Completed
Sudan	Lessons Learned Exercise	Nov 2024	Review	Ongoing
Sudan	Internal Audit of WFP Operations in Sudan		Audit	Ongoing
Chad	Evaluation of Chad WFP Country Strategic Plan 2019-2023	26-10-2022	CSPE	Completed
Chad	Évaluation des Activités de Résilience au Tchad, Septembre 2018 - Septembre 2022	29-11-2023	DE	Completed
Chad	Evaluation of the Breaking Barriers for Girls' Education Programme in Chad 2019–2022	02-12-2023	DE	Completed
Chad	Strategic Evaluation on WFP's support to refugees, internally displaced persons, and migrants		SE case study	Ongoing
Chad	Corporate Emergency Evaluation of WFP's Response in the Sahel and Other Countries in Western Africa (2018-2023)		CEE case study	Completed
Chad	Internal Audit of WFP Operations in Chad		Audit	Ongoing
South Sudan	Evaluation of South Sudan WFP Interim Country Strategic Plan 2018-2022	01-06-2022	CSPE	Completed
South Sudan	South-Sudan: WFP-UNICEF Joint Resilience Programme Impact Evaluation	07-07-2024	IE	Completed
South Sudan	Thematic Evaluation of WFP's contribution to Market Development and Food Systems in Bangladesh and South Sudan from 2018 to 2022	08-02-2024	DE	Completed
South Sudan	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition		PE case study	Completed
South Sudan	Strategic Evaluation of WFP's work on Nutrition and HIV/AIDS		SE case study	Completed
South Sudan	Strategic Evaluation on WFP's use of technology in constrained environments		SE case study	Completed
South Sudan	Strategic evaluation of WFPs' approaches to Targeting and Prioritization		SE case study	Ongoing
South Sudan	Internal Audit of WFP Operations in South Sudan		Audit	
Egypt	Evaluation of Egypt WFP Country Strategic Plan, 2018-2023	11-02-2023	CSPE	Completed

Egypt	Evaluation of WFP's Disaster Risk Reduction Management and Climate Change Policies		PE case study	Completed
Egypt	Evaluation of WFP's Environmental Policy		PE case study	Ongoing
Egypt	Strategic Evaluation on WFP's support to refugees, internally displaced persons, and migrants		SE case study	Ongoing
Egypt	External Audit		Audit	Ongoing
CAR	Évaluation du Plan Stratégique Pays provisoire du PAM en République Centrafricaine (2018-2022)	19-05-2022	CSPE	Completed
CAR	Corporate Emergency Evaluation of WFP's Response in the Sahel and Other Countries in Western Africa (2018-2023)		CEE case study	Completed
CAR	Evaluation of WFP's Emergency preparedness policy		PE case study	Ongoing
CAR	Evaluation of Enterprise Risk Management Policy		PE case study	Ongoing
Ethiopia	Support for Strengthening Resilience of Vulnerable Groups in Ethiopia: The Fresh Food Voucher Programme Expansion in Amhara Region	07-04-2021	DE	Completed
Ethiopia	Midline evaluation of WFP'S USDA McGovern - Dole International Food for Education and Child Nutrition Programme's Support in Afar and Oromia regions in Ethiopia, 2019-2024	30-11-2023*	DE	Ongoing
Ethiopia	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Northern Ethiopia	15-05-2024	IAHE	Completed
Ethiopia	Ethiopia CSPE (2020-2025)	31-07-2024*	CSPE	Ongoing
Ethiopia	External Audit		Audit	Ongoing
Libya	Evaluation of the Livelihood and School Meals activities in Libya	31-10-2024*	DE	Ongoing
Uganda	Uganda CSPE (2018-2025)	31-03-2025*	CSPE	Ongoing
Uganda	Evaluation of promoting self-reliance with livelihood, asset creation and resilience interventions in Uganda, 2020 – mid 2023	31-08-2023*	DE	Ongoing
Uganda	Internal Audit of WFP Operations in Uganda		Audit	Ongoing
Myanmar	Corporate Emergency Evaluation of WFP's Response in Myanmar 2018-2022	26-08-2023	CEE	Completed
Ukraine	WFP response in Ukraine	31-12-2024*	CEE	Ongoing
Yemen	Yemen CEE	30-06-2025*	CEE	Ongoing
RBD	Corporate Emergency Evaluation of WFP's Response in the Sahel and Other Countries in Western Africa (2018-2023)	26-09-2024	CEE	Completed

RBC	Thematic summary on self-reliance to refugees	17-11-2023	DE	Completed
RBC	Summary of Evaluation Evidence on Emergency Response	13-12-2024*	DE	Ongoing
Global	Summary of Evaluation Evidence on WFP’s emergency response	28-02-2025*	SEE	On going
Global	Targeting in emergencies	30-04-2024	SEE	Completed
Global	Strategic Evaluation on WFP’s support to refugees, internally displaced persons, and migrants	31-03-2025*	SE	Ongoing
Global	Strategic evaluation of WFPs’ approaches to Targeting and Prioritization	28-02-2026*	SE	On going
Global	Evaluation of WFP's Emergency preparedness policy	08-11-2024	PE	On going